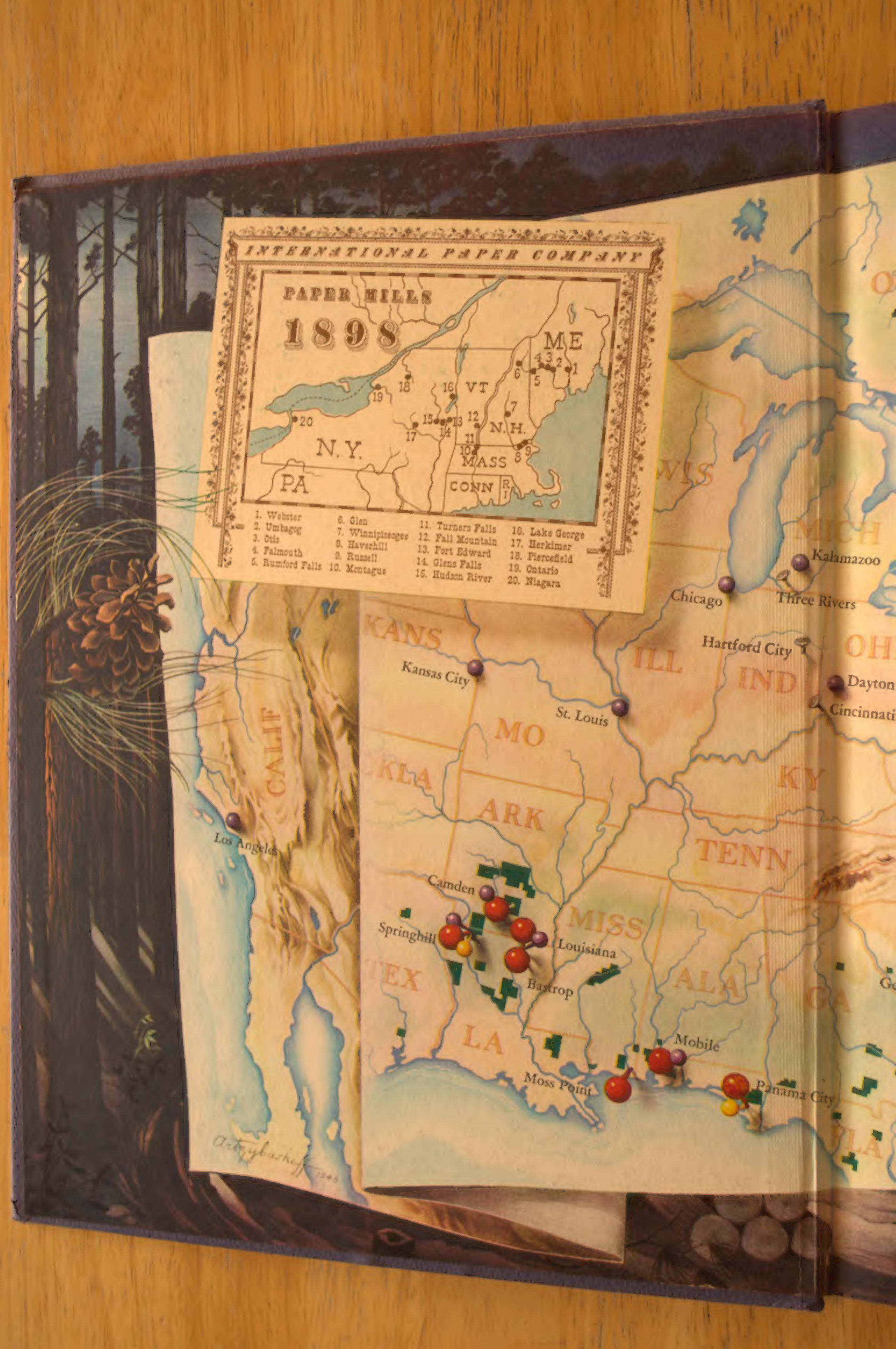
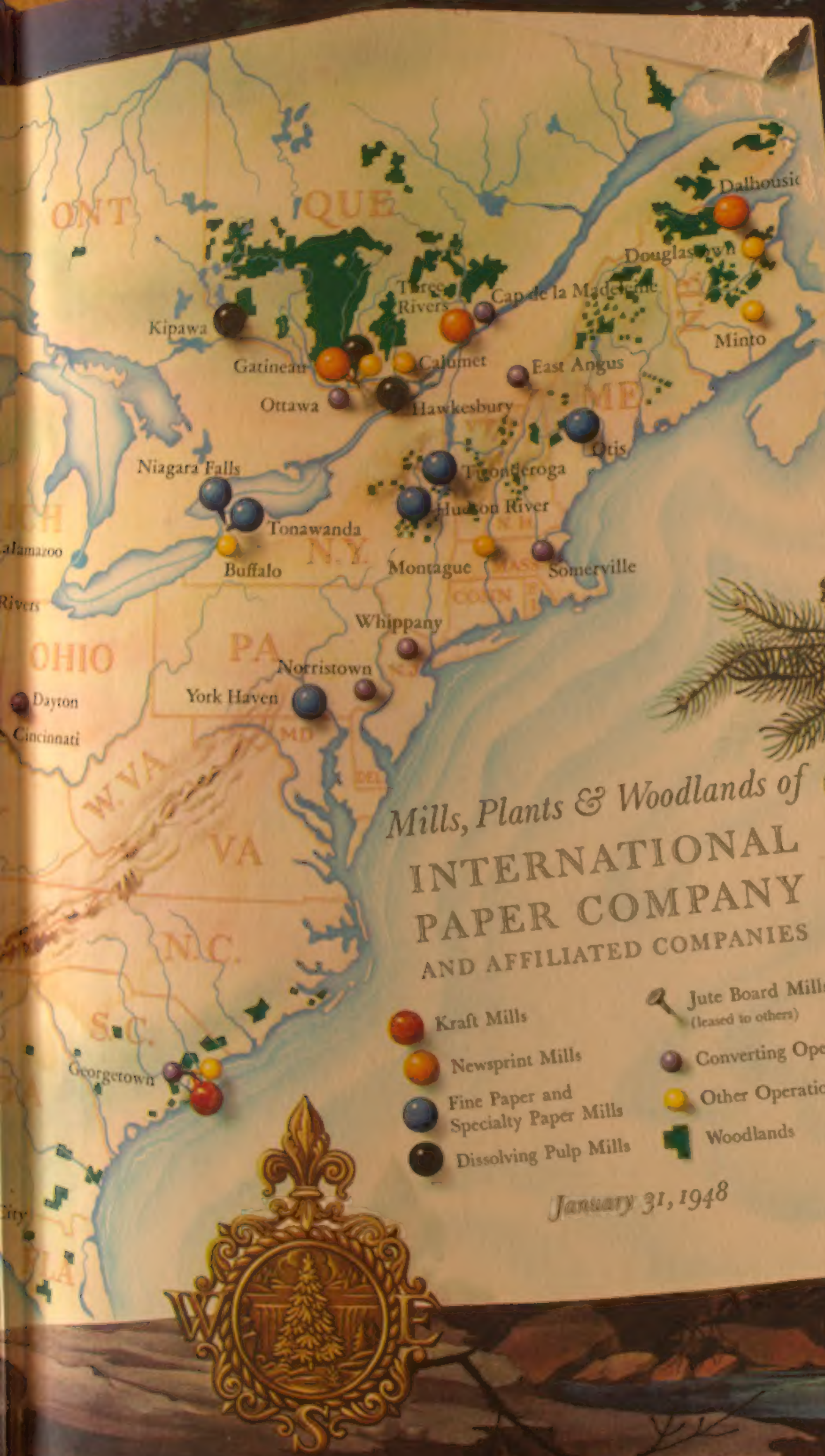

INTERNATIONAL PAPER COMPANY
AFTER FIFTY YEARS


INTERNATIONAL PAPER COMPANY
PAPER MILLS
1898
ME
VT
N.H.
N.Y.
MASS
CONN
R.I.
PA
1. Webster
2. Umbagog
3. Otis
4. Falmouth
5. Rumford Falls
6. Glen
7. Winnipiseogee
8. Haverhill
9. Russell
10. Montague
11. Turners Falls
12. Fall Mountain
13. Fort Edward
14. Glens Falls
15. Hudson River
16. Lake George
17. Herkimer
18. Piercefield
19. Ontario
20. Niagara
Kalamazoo
Chicago
Three Rivers
Hartford City
Dayton
Cincinnati
Kansas City
St. Louis
Los Angeles
Camden
Springhill
Louisiana
Bastrop
Mobile
Moss Point
Panama City


ONT
QUE
Dalhousie
Douglastown
Three Rivers
Cap de la Madeleine
Kipawa
Minto
Gatineau
Calumet
East Angus
Ottawa
Hawkesbury
ME
Otis
Niagara Falls
Ticonderoga
Hudson River
Tonawanda
Kalamazoo
Buffalo
N.Y.
Montague
Somerville
Rivers
Whippany
OHIO
PA
Norristown
York Haven
Dayton
Cincinnati
MD
W.VA
VA
N.C.
S.C.
Georgetown
Mills, Plants & Woodlands of
INTERNATIONAL
PAPER COMPANY
AND AFFILIATED COMPANIES
Kraft Mills
Newsprint Mills
Fine Paper and Specialty Paper Mills
Dissolving Pulp Mills
Jute Board Mills (leased to others)
Converting Operations
Other Operations
Woodlands
January 31, 1948
W
E
S

A PORTRAIT OF INTERNATIONAL PAPER COMPANY

INTERNATIONAL PAPER COMPANY

1898

1948

AFTER FIFTY YEARS

TYPOGRAPHY AND DESIGN BY L. J. ANSBACHER

MANUFACTURED IN THE UNITED STATES OF AMERICA

CONTENTS

RICHARD J. CULLEN
Chairman of the Corporation

A Salute to the Men and Women of International Paper Company

January 31, 1948

A half-century ago, on January 31, 1898, eighteen pulp and paper companies in the northeastern section of the United States joined to form International Paper Company. In 1948 we celebrate the fiftieth anniversary of the birth of this Company.

Now, it seems, is a good time to take stock. How far have we come? What have been the forces shaping this enterprise and its related companies? What has been our contribution to the times in which we live? Where are we going?

This book is a portrait of International. It has been prepared primarily for the men and women in the International companies who have contributed to the growth and development of this family of enterprises – some from the earliest days – and for those who will contribute by their efforts to its future.

It would not be easy for anyone associated with International Paper Company to tell the story without pride in its achievements. Since this is a book for all of us about all of us, we will not attempt to hide honest satisfaction in work well done.

So many men and women have contributed so much in so many fields that it is impossible to tell the whole story or to do justice to all. There are more than 30,000 of us today. Omissions are therefore unavoidable as we attempt to bring a great story into manageable proportions and fit it into a limited space.

[illegible] in perspective the work we are doing. Inter-

national has become a [illegible] rises – covering a wide area and a great variety of field [illegible] hly decentralized basis. It is easy to lose sight of the [illegible] w, International has made an important contribution to the growth and development of our times. It is part of a "new [illegible] – the modern pulp and paper industry. It has been and still [illegible] than the past. The [illegible] in many ways is more [illegible] the history of the Company may prove, fifty years from first fifty years [illegible] of an even more striking [illegible] who have developed the International companies, and as an inspiration to those who will [illegible]

JOHN H. HINMAN
[illegible]

RICHARD J. CULLEN
[illegible] *Corporation*

INTERNATIONAL PAPER COMPANY

220 East Forty-second Street, New York 17, New York

Officers

RICHARD J. CULLEN	Chairman of the Corporation
JOHN H. HINMAN	President
HARRISON R. WEAVER	First Vice-President
J. H. FRIEND	Vice-President
WILLIAM N. HURLBUT	Vice-President
ERLING RIIS	Vice-President
CARL S. VOLK	Treasurer
WILLIAM A. HANWAY	Secretary
HAROLD F. LAMARCHE	Auditor
F. R. FUNK	Assistant Treasurer
ARTHUR R. STORM	Assistant Treasurer
P. J. SULLIVAN	Assistant Treasurer
H. S. GALLOWAY	Assistant Treasurer and Assistant Secretary
F. A. AUFFERMANN, JR.	Assistant Secretary
G. S. McCARTHY	Assistant Secretary
H. C. SCOTT	Assistant Secretary

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HARRISON R. WEAVER
ALBERT H. WIGGIN
W. G. WOOLFOLK

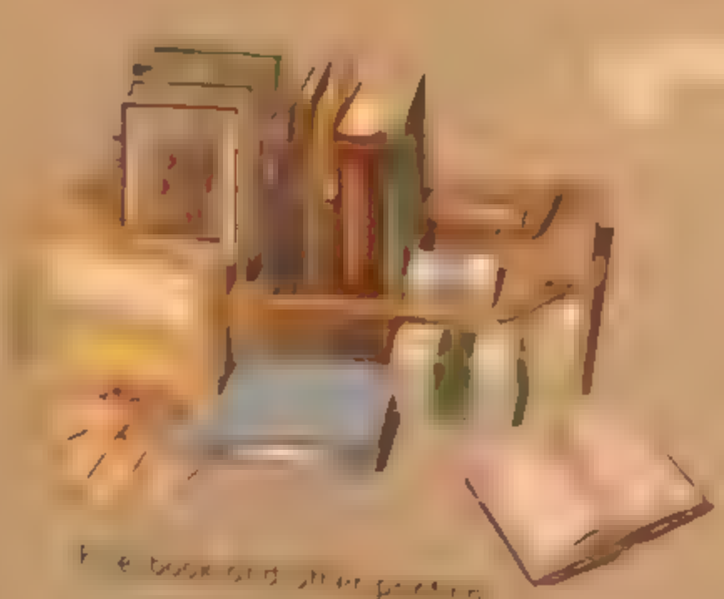
PAPER AND PAPERBOARD CONSUMPTION IN THE UNITED STATES

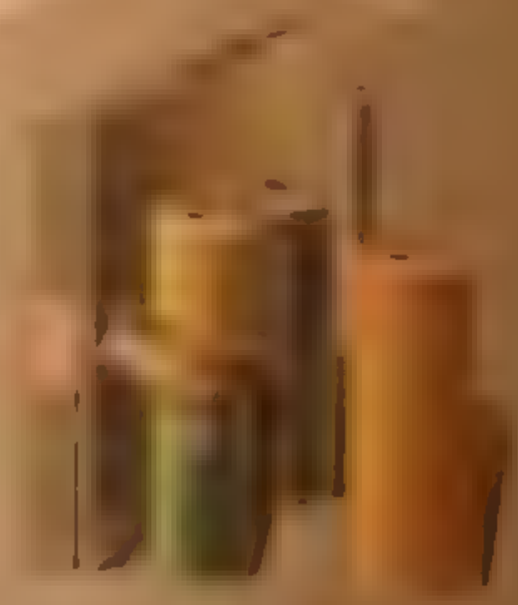
Shipping container board
and box board
9,200,000 TONS

Wrapping paper and paper
for bags and shipping sacks
2,100 000 TONS

1947 – 24,750,000 TONS

1898 – 2 000 000 TONS





A VAST NEW FIELD DEVELOPS AS THE TWENTIETH CENTURY OPENS

ry of International Paper Company is the account of a successful enterprise. rowth and development is reflected the

ndustry.

d pulp and paper are among the most sed manufactured commodities in the day. Such a multitude of things are rom them that their consumption has be- ke the production of steel, an index of a nation's standard of living.

erage American in the course of a year up some 340 pounds of paper products. s about 66 pounds of newspapers. Com- es are shipped and delivered to him in ounds of paperboard containers and boxes pounds of wrapping paper and paper He consumes another 119 pounds of paper paperboard of many kinds and for many es—including books, letter paper, railroad ts, milk and food containers, telephone di- ries, catalogues, tissues—even paper rugs ndow curtains for his home, and auto- e seat covers woven from twisted paper It is not difficult to see why today's American consumes six times as much n the 54 pounds used by his grandfather

addition today's average American and ually wear rayon fabrics and their home is ed with rayon draperies, furniture cover- heets, coverlets and rugs—all made from dissolving wood pulps. Compacts, pencils, fountain pens, kitchen equipment, radio cabinets—and the cellophane which keeps cigarettes, chewing gum, candy bars, food and many other things clean and fresh—are also made from dissolving wood pulps.

The annual consumption of paper and paper products in the United States is the highest in the world, and today runs close to 25,000,000 tons. But in 1898—the year International Paper Company was born—the figure was only about 2,000,000 tons. In half a century the population of the United States has not quite doubled while paper consumption has increased more than twelvefold.

There were many strong forces at work at the beginning of the 20th century to make a vast paper and pulp industry inevitable on the North American continent.

The Fourdrinier Machine Makes Mass Production of Paper a Possibility

One of these forces was the Fourdrinier paper machine. Invented at the end of the 18th century, it formed paper in a continuous strip instead of in the single sheets which had been turned out by hand for the 2,000 years since paper had first been made by the Chinese. The inventor was Nicholas Louis Robert, the manager of a large paper mill in France, but his invention is universally known by the name of the two

[illegible]

[illegible] It is [illegible] rnts

[illegible] New [illegible] and [illegible] Paper Campaign [illegible] igest

[illegible] Gathers Speed

[illegible] Need for Paper Co[illegible]

[illegible] was perfecting [illegible] printing was [illegible] using a press [illegible] in 1848 Richard Hoe had [illegible] press [illegible] presses at least. In [illegible] Walter rotary press was developed for [illegible] of London. It was the last to use [illegible] plates for newspaper printing. In [illegible]

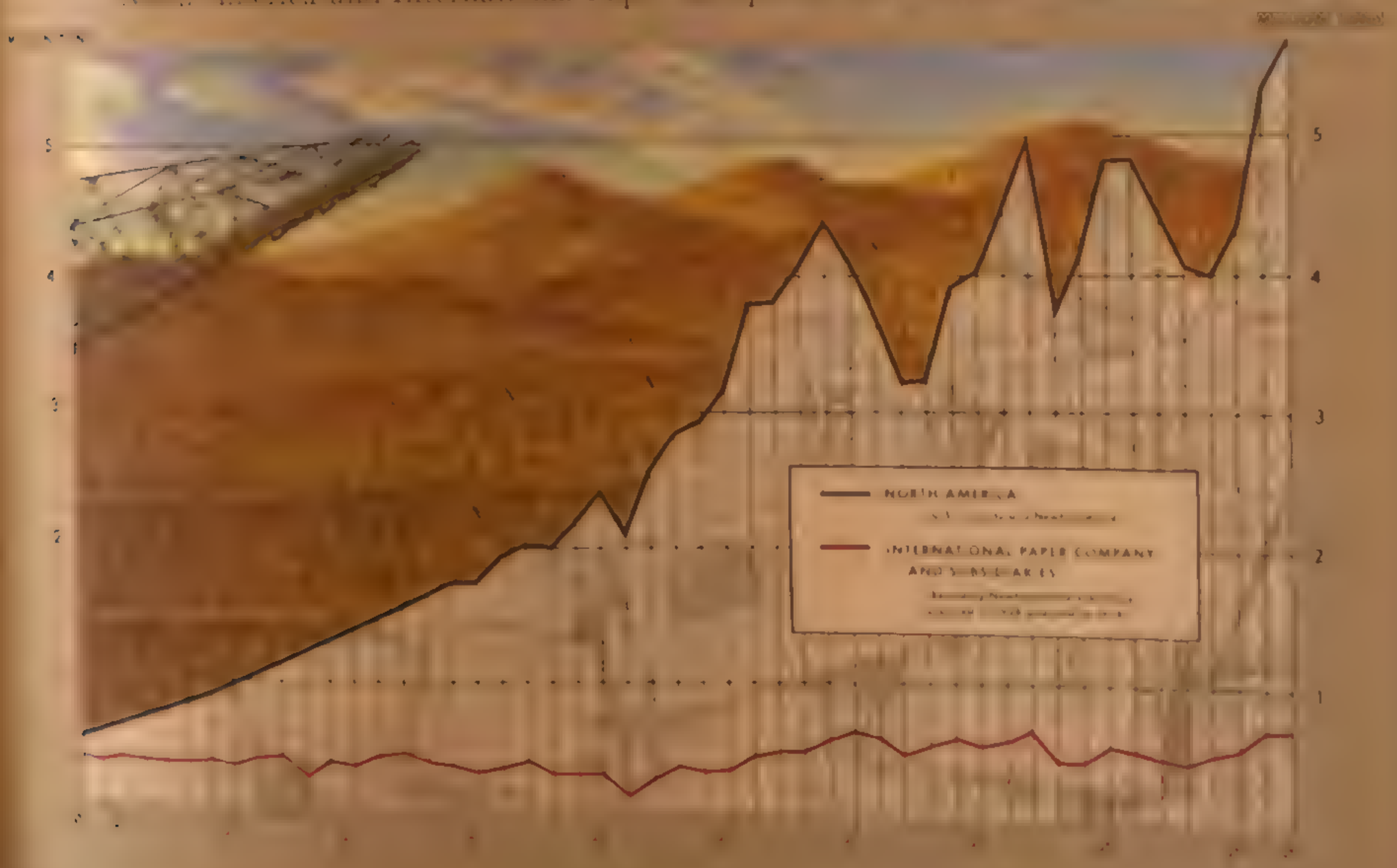
[illegible] rd away, leaving a [illegible] [illegible] large different [illegible] different cutting methods, each of [illegible] cases results in a different type of [illegible]

[illegible]dding newspapers as they [illegible] A few years later Mergen[illegible]s on the forerunner of the [illegible]chine. The rotary press was [illegible] forerunner of today's high[illegible] which is capable of print[illegible]age newspapers an hour [illegible] newsprint grew

[illegible] to New Demands [illegible] Shipping Papers

[illegible]iences were swelling the de[illegible]king it more and more a [illegible] North America democracy had [illegible]e education. More and more people could read, and [illegible] thirst grew for the kn[illegible] gained from the printed page. Illitera[illegible] rapidly being driven from the [illegible] to a great expansion, not only in [illegible] in books, magazines and printed [illegible] many kinds

The growth which took place in the reader[illegible]ship of newspapers and magazines in No[illegible] America made possible two other developme[illegible] mass advertising and mass distribution. These de[illegible]velopments in turn brought about basic chan[illegible] in methods of wrapping and packaging merch[illegible]dise for delivery to consumers. The grow[illegible] use of printing papers thus helped create an ex[illegible]panding need for shipping and converting p[illegible]



today—have repre-
t part of the output of the

who invented the paper bag. Paper bags were made laboriously by hand in the back rooms of stores by retailers over 150 years ago. A machine to make them was patented in 1852.

It was just before the turn of the century that crackers for the first time were taken out of the historic cracker barrel and put into paperboard cartons lined with waxed paper for protection against moisture. This historic move has usually been considered the real beginning of modern prepackaging, even though some breakfast foods had been sold in consumer cartons as early as 1889. In 1895 machines were introduced which automatically portioned, filled and weighed those cartons. A demand for new kinds of paper for

Thus, at the end of the old century the paper industry was ready for wider fields of usefulness. The old printing papers, which had done so much to make communication between men easy, were acting also to stimulate the
for shipping and converting papers, the tools of mass merchandising and mass distribution.

How far this was to lead no one could then
century
centage of the products Ameri

THE DEVELOPMENT OF INTERNATIONAL PAPER COMPANY

The pulp and paper industry at the end of the 19th century stood on the threshold of vastly expanded social usefulness. But it was in many ways chaotic and insecure. There had been two panics in the 1890's; many paper mills, particularly newsprint mills, had stood on the edge of disaster. Paper companies often led a prince-and-pauper existence.

International came into existence in large measure because new approaches to organization were necessary if the industry was to meet the new challenges of the 20th century. The new Company was formed in a search for a broader economic base. Management recognized lower costs as offering the best road to security and stability, and was reaching out for them.

The 20 paper mills in Maine, Massachusetts, New Hampshire, Vermont and northern New York which were brought together when International Paper Company was organized in 1898 produced close to 60 per cent of the newsprint consumed in the United States at that time. The bulk of their production was newsprint.

The Pattern of Company History

Today, the International Paper Company family of companies has become one of the most diversified paper producing groups in the world. The scope of its activities—and their development—will be dealt with in some detail presently. However, the International companies cover such a variety of pulp, paper and related fields—in breadth and in depth—that it is helpful to see some broad outlines first.

The story of International Paper Company falls into three parts historically.

TRANSITION FROM THE OLD

The first was a period lasting about 15 years, during which chief attention was being paid (under managements drawn from the founding mills) to achieving the advantages which were believed to lie in uniting the predecessor companies. It was a period of transition from the traditional papermaking of the early newsprint mills to the modern era. Three men served as Presidents—W. A. Russell, Hugh J. Chisholm, and A. N. Burbank.

The policies followed in that first period of the Company's history were highly conservative. Little new building was undertaken. Tonnage of newsprint produced at the Company's mills increased, but not in proportion to the growth in total United States consumption. International Paper Company's share of the total United States newsprint market dropped from an initial level of around 60 per cent in 1898 to about 26 per cent in 1913.

FOUNDATIONS FOR TODAY

The second period begins after 1913 and covers a span of nearly a quarter-century. It was a time when new foundations were being laid—

at first slowly and tr

Two men headed th

period. Philip T. Dodge was

to be elected from outside

managements. His policy

tions was developed an

greater scale by his

stein, who served fr

developments during

Newsprint moved t

ditions for large-s

tion were far more fav

Canadian Internat

was born:

A beginning was

verted products,

most important step

unities and more

ered the kraft field in

ational companies, during

the electric power field to

owers owned both in the

da. A 40,000-horsepower

was built on the upper

an Island, New York, in

ter Gatineau Power Company

INTERNATIONAL PAPER COMPANY AND SUBSIDIARIES

Production of Paper and Paperboard, and Pulp for Sale 1898 - 1947

Gatineau River near Ottawa, supply- [illegible] the Gatineau newsprint mill, and [illegible] er users. Power rights on the Con- [illegible] were sold for development by a [illegible] New England Power Association, [illegible] shares of the Association were ac- [illegible] in connection with this transaction [illegible] ase. By 1932 substantially all of the [illegible] perties had been segregated under a [illegible]

[illegible] ram for segregation and maximum [illegible] of power properties never fulfilled [illegible] its architects. Hampered al- [illegible] eption by the paralyzing effects of [illegible] ression, it crashed head-on into a [illegible] lic opinion, with the result that the [illegible] ility companies were disposed of.

[illegible]

[illegible] d period in the Company's history [illegible] 1936. It has been a period of:

[illegible] expanded output;

[illegible] of production in fields [illegible] re International companies can demon- [illegible] to earn adequate profits;

[illegible] opment of new paper products [illegible] that International can have the ad- [illegible] ges of a pioneer;

A [illegible] l increase in the Company's [illegible] t in converted products made from the [illegible] factures;

[illegible] lization of operations and re- [illegible] in order to develop initiative, [illegible] ency, and a strong corps of leadership;

Financial reconstruction.

[illegible] o men have served as President of Inter- [illegible] Paper during this period—Richard J. [illegible] no inspired and organized the Com- [illegible] ture Southern kraft development, and John H. Hinman, who rose through the woodlands department of International Paper and for a time was President of Canadian International Paper Company. Mr. Cullen became President of International Paper Company in 1936, and Chairman of the Corporation in 1943 when he was succeeded by Mr. Hinman.

The Geography of International Paper

The story of International Paper Company—which has become a family of companies—also falls into three parts geographically.

U. S. NORTH

The U. S. North is the area of the 20 original paper mills. Three are still important contributors to Company tonnage. The rest have been sold or dismantled to provide machines and parts for other mills more economically located for modern production. The U. S. North is today the area of paper specialties, some converting operations, and a number of significant new paper developments—among them high quality groundwood papers, such as were unknown even 25 years ago, and new grades of Northern kraft.

CANADA

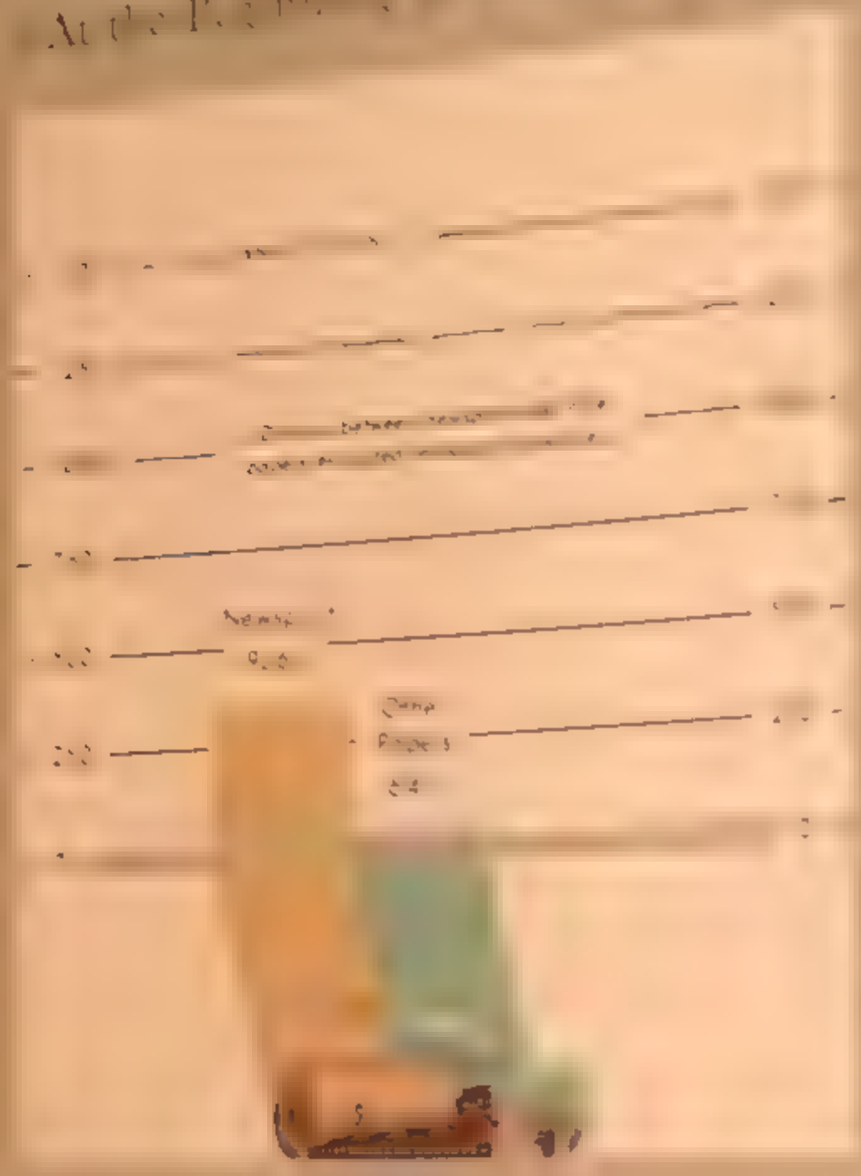
Canada is the area of newsprint, some related operations serving Canadian and other British Empire markets and, increasingly, of the high-grade dissolving wood pulps used in the production of rayon and other modern synthetics.

U. S. SOUTH

The U. S. South is the area of the great kraft paper and board mills, and some of the modern converting operations. It was these Southern mills which—during the depression years of the

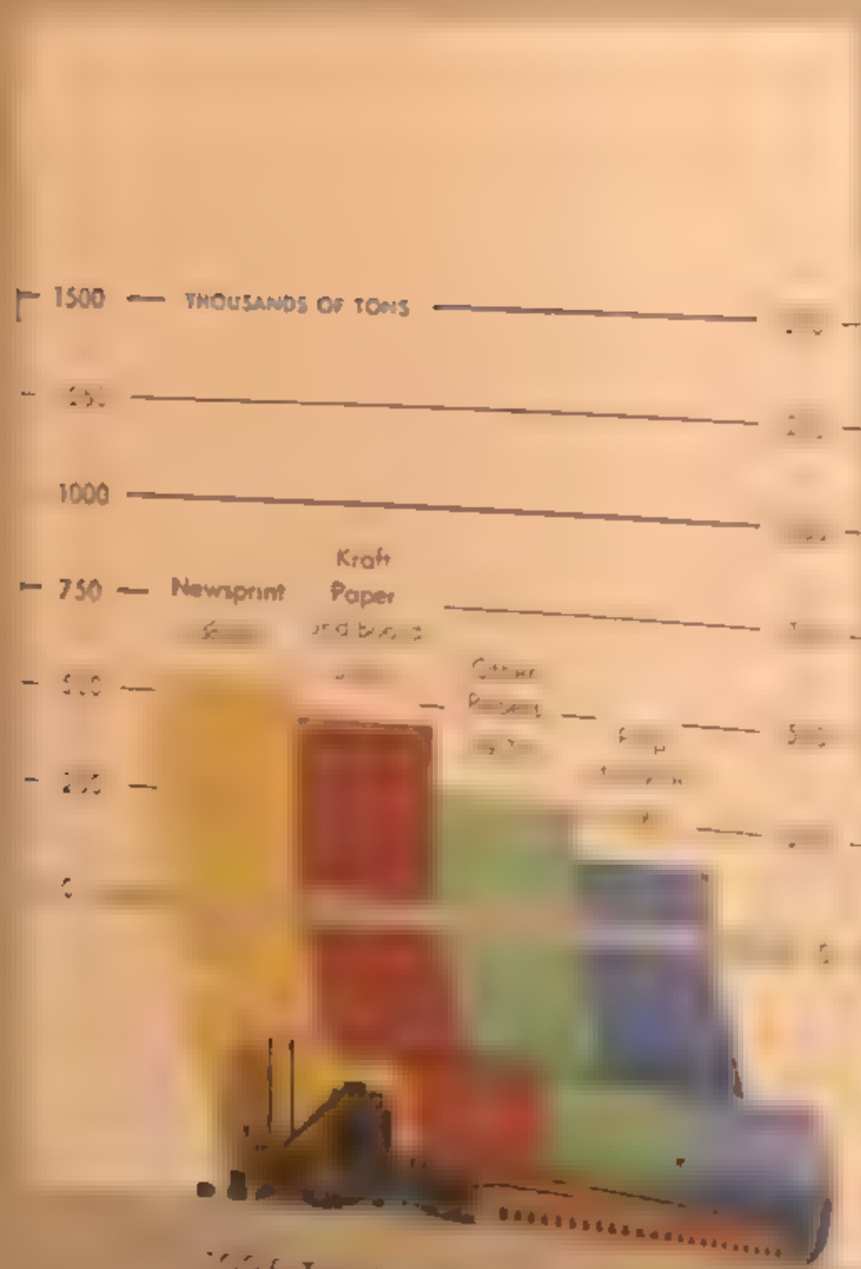
PRODUCTION BY MAJOR DIVISIONS

INTERNATIONAL PAPER COMPANY AND SUBSIDIARIES



1898 Total — 388,918 Tons

1912 Total — [illegible] Tons



1935 Total — 1,[illegible] Tons

1947 Total — [illegible] Tons

provided vital earnings for the Com- nd later helped provide capital for full- nancial reconstruction.

Modern, Integrated Paper Company

Another significant three-part division of the s the wide range of the activities of ternational companies.

RY AND TREE-FARMING

Underlying all papermaking is forestry. nal Paper men are first woodsmen, and today teachers and exponents of tree-farming. Every large-scale pulp manufacturer must aim to have and perpetual source of wood and to en- growth of trees as a crop. The goal International companies today is about cords a year. The modern paper maker servationist by instinct and by necessity.

URING PULP AND PAPER

The operation of a modern integrated pulp mill is a vast and complex undertak- The mill itself under present-day conditions t $20 million to $50 million to build, on size and the product which is to nufactured. International has also become t and technologist, developing new prod- triving constantly for still lower operating till higher product quality.

RTING, CONSERVING, RECLAIMING

Today International is also a "converter," rning paper and board into a growing diversity l products—grocery bags, multi-wall sacks, ng containers, envelopes, milk containers variety of packing and packaging materials.

Manufacture of building boards and plywood by affiliated companies in Canada has permitted a wider utilization of forest resources. Chemicals are reclaimed as by-products of pulp manufacture. An affiliated company manufactures packaging machinery, including machinery for filling and closing multi-wall sacks.

• • • •

All of the foregoing operations are, of course, dependent upon the existence of vigorous administrative and sales organizations. The International sales organizations have not limited their function to the sale of products already being manufactured. They have anticipated the needs of paper users and have worked in co-operation with the mills to develop new pulp and paper products to meet those needs.

Human Relations

The companies of the International Paper family have grown in response to the strong underlying forces of our times. But they owe their position today to the efforts and abilities of people—to organization—to experience—to leadership in developing, producing and selling pulp, paper and other products. The International companies today are led almost entirely by men who have risen through the ranks. It is a policy of the companies to decentralize responsibility and authority in order to train men, achieve efficiency, and encourage individual initiative.

Practically all mill employees of the International companies are represented by two large unions, International Brotherhood of Paper Makers and International Brotherhood of Pulp, Sulphite and Paper Mill Workers (both A. F. of L.). In 1921, the Company had a severe and

[illegible] results reflect mu[illegible] [illegible]ter of a century [illegible] there has been no serious [illegible]

In accordance with modern practice, the International companies have made available insurance and retirement plans for employees and pay a substantial part of the costs. They encourage and assist employees to develop recreational facilities and, where possible, provide land, buildings and other advantages to employee groups who want to develop social or recreational activities. Many mills have nurses

[illegible]

and wome[illegible] with the [illegible] Canada and their allies, [illegible] their lives.

Contributions to the United States [illegible] nadian war effort on the home front [illegible] many kinds:

In Canada and the United States, [illegible] machine shops were promptly turned [illegible]

Company officials helped organize the [illegible] of war products.

woods and at the mills, many men- [illegible]

urn out urgently needed pulp and h insufficient and often inexperienced

request of the Canadian Government, al organization at Canadian Interna- eveloped new types of nitrating pulp for explosives, and the Kipawa mill was for their large-scale production. At the Rivers mill, great numbers of paper shell were made.

ted States, nitrating pulp was pro- International's Louisiana mill. The s developed by International's own t the request of the War Production s was the first successful nitrating pulp nercially from kraft pulp.

l Paper Company, working with s in other fields, helped to meet a pping situation which developed as f men began to move toward foreign l beachheads. Peacetime containers t meant for the rigors of war. They meant to be floated ashore or left for n open beaches. The answer to the prob- a new kraft board (V-Board)—far strong- more water-resistant than any ever before—and the more than one billion made from it by International and Of this development the U. S. Quarter- r General wrote: "V-Board has been among tstanding contributions toward solving of the major problems . . . in supplying our ps in all theatres of operation . . . Transporta- f supplies to the troops on the fighting fronts all over the world could not have been accomplished without V-Board and V-Boxes."

Financial

The soundness of the Company's finances is the foundation of its stability. The story of how this has been achieved is told here only in its main outlines, without any attempt to trace each step in the process or to describe the transitions from the original International Paper Company to International Paper and Power Company in 1928 and to the present International Paper Company in 1941.

International Paper Company, on its Fiftieth Birthday, finds itself free of debt. It owes nothing to banks, nothing to bondholders, and there are only $23 million of $4 dividend preferred shares outstanding. Some 21,000 people and institutions own the 3,560,000 common shares which represent an equity on the books of the Company of more than $190 million.

A decade ago the picture was very different. In 1936 the International companies had emerged from a period of expansion and world depression owing $84 million to banks and bondholders. Outstanding preferred stocks totaled $104 million on which claims for an additional $32 million of unpaid back dividends had accumulated.

The sale of the Newfoundland subsidiary in 1938 realized $5½ million cash and eliminated subsidiary funded debt of $25 million and preferred shares totaling $10 million. Shareholder cooperation in two programs of capital stock readjustment made possible first the elimination of preferred dividends which had accumulated through 1936, and then a permanent solution to the problem of excess preferred

capitalization. [illegible]
paid regularly each quar[illegible]
and the last accumulations [illegible]

But, for the most part, the [illegible]
tion today has been achieved [illegible]
earnings. Debts have been paid off, mills have been built and modernized, woodlands have been purchased to protect the future of those mills: adequate working capital has been accumulated to finance their operations. In a highly competitive industry the investment of earnings in new plant and equipment is a very important form of job insurance for the Company and all its employees.

After 15 years during which common shareholders received no dividends, quarterly divi-

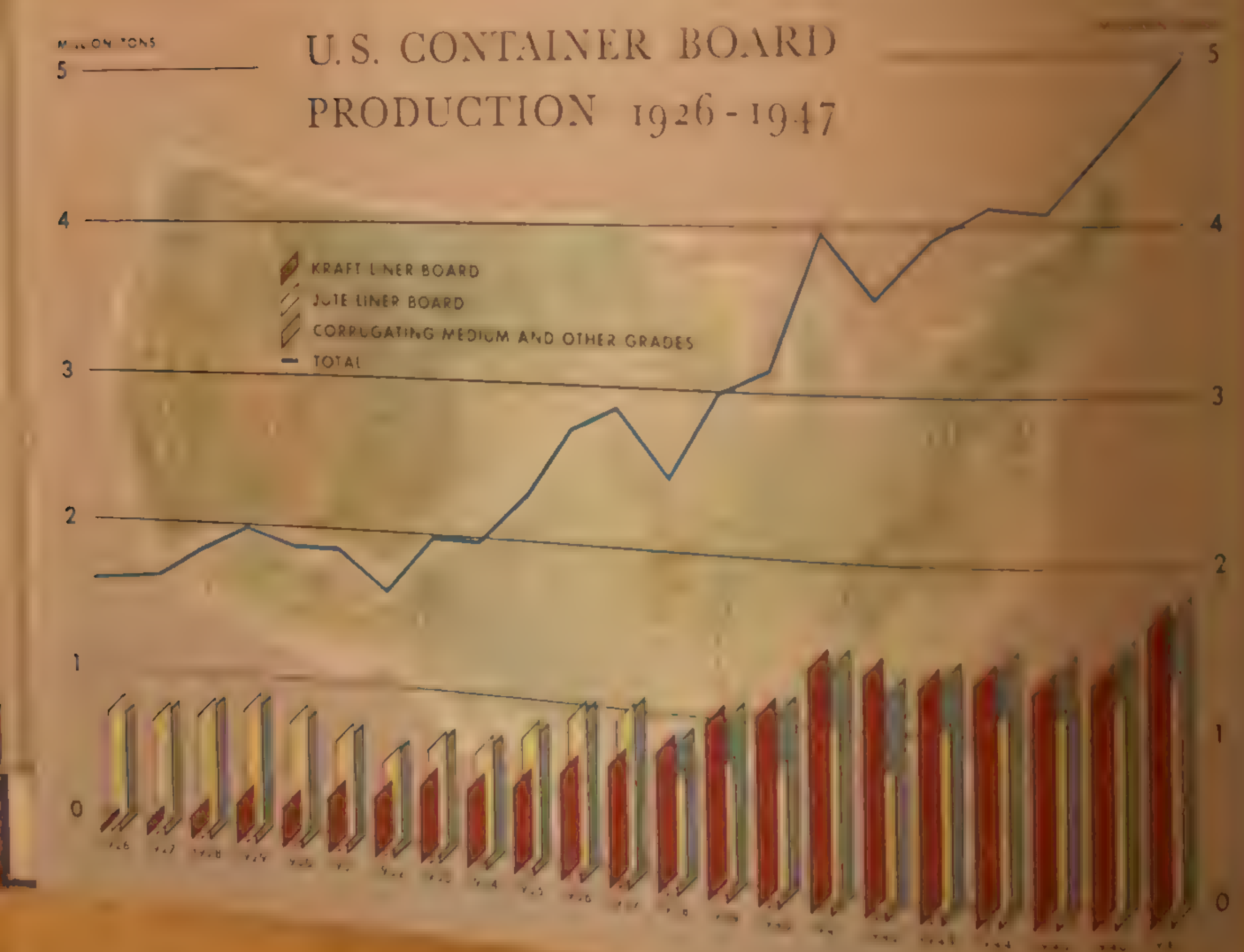
[illegible]
share in 1947.

[illegible] International [illegible]

Before turning to a detailed p[illegible]
International Paper Company, C[illegible]
national Paper Company, and the [illegible]
prises, it is useful to ask: "What do [illegible]
our times?" "What is their social [illegible]

Here are some answers.

The International Paper family, as [illegible]



the largest contributor to the world's
need for paper.

International Paper Company itself makes
paper and board than any other
. It pioneered many highly impor-
ments in this field. The availability
tter, stronger kraft board containers
very considerable measure to
International Paper Company in
g such board on Fourdrinier ma-

more, International has become one
n the field of converted kraft prod-
one other company now turns out
g containers. In addition, Interna-
er Company is one of the leading
es producers both of grocery bags
multi-wall sacks.

adian International, with New Bruns-
nal, is today the world's foremost
newsprint, and is a major contributor
the economy of Canada. Today, in response
y expanded U. S. postwar demand for
these two companies are turning out
maine – approximately 12 per cent of
the North American newsprint total.

Canadian International, in addition, is the
North American producer of dissolving
sed for the manufacture of rayon,
ane, various synthetics, and – during the
– for explosives.

International Paper Company has been primarily responsible for development of new kinds of groundwood papers for magazines – substantially contributing to the more efficient use of wood resources since groundwood papers utilize a larger proportion of the total content of the wood.

International today is the largest single producer of raw stock for wa
and has been a pioneering contributor to the development of a new groundwood stock for modern multi-colored wallpapers.

Finally, International Paper Company has
responsible for the development of many
e main-
er papers – thus opening
.

Against this background, consider now the origin, growth and present position of the International companies under four key headings –

. North, oldest
largest
ge of the Interna-

. South, largest tonnage producer;

Converting, the

Newsprint Book Papers · Groundwood Specialty Papers · Sulphite Specialty Papers
Internal Operations · Converting Papers · Allied Operations · Woodlands

U.S. NORTH

[illegible] of the original International Paper Company mills. Here are Company [illegible] and producing not only printing papers but also a variety of sulphite [illegible] and book papers designed for particular converting purposes. Generations [illegible] pioneer paper makers have been developed here

VERSATILITY AND CRAFTSMANSHIP

MARK U. S. NORTH

Northern mills are the direct inheritors of [illegible]ermaking traditions of the original found-[illegible]

[illegible]wsprint in Canada.

Well over 90 per cent of the capacity of the [illegible]

[illegible] War I. As additional newsprint mills were [illegible] tendency was to locate them close to [illegible] the Dominion of Canada.

The big new Canadian mills were equipped [illegible]eer, faster, more efficient machines which [illegible]ake newsprint at lower cost. The hard [illegible]ies of papermaking forced the older mills [illegible] U. S. North to leave the newsprint field. [illegible]er they learned to make other papers, or [illegible]lowed down.

The mills in U. S. North had a great asset. Located in the pioneer area of U. S. papermak-[illegible] many skilled craftsmen were available to [illegible] With this in mind, the U. S. mills moved [illegible]rd specialty papers where the older ma-[illegible]ies were not so much at a disadvantage, and [illegible]

[illegible] Livermore Falls, [illegible], and Hudson River, at Corinth, New York – had originally been fully integrated newsprint mills with complete groundwood and sulphite facilities. When their future seemed [illegible] and alert management kept both mills in business. Among other things, a new system for [illegible] perior, to 100 per cent chemical pulp sheets formerly used.

[illegible] in many widely read magazines and in all the larger mail-order catalogues. For these catalogues it was necessary to develop a super-calendered groundwood paper with high opacity and the ability to handle color.

Another important achievement was the development of improved groundwood raw stocks for wallpapers, and here again improved quality not only expanded the existing market but found new ones.

At Niagara Falls – also one of the original mills – the solution was different. A few years after World War I it was converted to produce book and bond papers using sulphite and other [illegible] some de-inked paper stock. In recent years new equipment has been installed, so that today this

[illegible] g camps is good and
is plenty of [illegible] at the Phillips Brook camp


PULP AND PAPER

papers.

At Niagara Falls

One of the original International newsprint producers, the Niagara mill has been rebuilt, re-equipped and modernized. It now manufactures book and bond grades and a substantial tonnage of bleached and unbleached kraft specialties.

On the Upper Hudson

The Hudson River mill at Palmer Falls was also one of the original 1898 mills, but it houses some of the most modern equipment used anywhere today for the production and coating of groundwood specialty papers.

not emp
Paper Co


CANADA

THE LEADING MANUFACTURING INDUSTRY IN CANADA

Pulp and paper is the most important manufacturing industry in the Dominion of Canada. It leads in employment. In addition, many thousands of Canadians are employed in supplying it with power, fuel, equipment and transportation. It leads in the total of wages paid, in the total value of its exports, in the amount of capital invested, and in the value of its production.

In 1946 the industry paid $195 million for wages in the woods and mills, $85 million for transportation, $66 million for materials and supplies, $19 million for chemicals, $23 million for fuel, $14 million for food and fodder, and over $23 million for electricity. The pulp and paper industry in that year bought goods and services that cost $425 million, and the capital investment exceeded $1 billion.

Canada's forests are among the most valuable of her natural resources. The pulp and paper industry which processes and markets the pulpwood portion of the annual crop produced by those forests is perhaps the most important factor in Canada's economic well-being. Taking less than one third of the wood cut yearly in the forests of Canada, the Canadian pulp and paper mills convert it into products which have a value far greater than that of all other forest products combined.

Canadian International Paper Company—with New Brunswick International Paper Company—is today the Dominion's largest pulp and paper producer. It is first in two major fields—newsprint and dissolving wood pulp. Affiliated companies manufacture insulating board, MASONITE hardboards and hardwood plywood.

Newsprint Moves to Canada

The original International newsprint mills, like most of the others of their day, were located in New York and New England. Even in 1898 those mills were having to reach out into other areas for additional pulpwood supplies. The logical source was Canada's timberlands, ideally located on waterways capable of supplying not only transportation for the wood, but water and water power for pulp and paper mills. From the time of the organization of the original International Paper Company, subsidiary companies held timberland and Crown land licenses in Canada. These holdings were increased during the early days when the Company's mills in the United States were beginning to get a large part of their pulpwood from Canada.

But Canadian sentiment increasingly demanded that pulpwood should be processed at home; that Canada should export a finished product. As early as 1900 some Provincial legislation was enacted to restrict export of Crown land wood. In 1910 a Quebec Order-in-Council virtually ended export shipments of pulpwood from Crown lands of that Province; and most other Provinces have adopted similar restrictions.

Meanwhile the United States, whose forests

in the northeastern area could not support any large expansion of newsprint production, lowered the tariff on imported newsprint, and in 1913 removed it entirely. An increasing trend to production of newsprint in Canada was inevitable.

A Base for Growth Is Established

The year 1919 saw the start of construction of Canadian International's newsprint mill at Three Rivers, Quebec. This mill at the junction of the St. Maurice and St. Lawrence Rivers was to become the largest newsprint mill in the world—with eight machines. Then, in 1925, Canadian International bought the extensive properties of the Riordon Company, Limited (one of the most important transactions in the industry of that day), thereby acquiring pulp mills, mill sites, water-power sites, and over 10,000 square miles of timber limits.

At Gatineau, Quebec, a few miles from Ottawa, Canadian International in 1925 began to build a second giant mill with newsprint capacity only slightly less than that of Three Rivers, and backed by 6,000 square miles of timber limits acquired in connection with the Riordon purchase. This mill's four machines are the widest operated by Canadian International.

A third newsprint mill, owned by New Brunswick International Paper Company, was built at Dalhousie, New Brunswick, close to a perpetual wood supply, and on tidewater, mak-

ing for easy shipment of paper overseas and to Gulf and Atlantic ports. This mill started in 1930 and all four machines were in operation early in 1931.

The total annual capacity of these three newsprint mills is today in excess of 740,000 tons—about double the newsprint capacity of the original 20 International mills of 1898.

Kipawa Is a Pioneer

The most important of the sulphite pulp mills which came to Canadian International in the Riordon purchase was the Kipawa mill located at Temiskaming, Quebec. This was the first mill designed and constructed to produce dissolving wood pulp exclusively. It is also unique in the fact that the mill is so constructed on sloping ground that the movement of slushed stock is carried on by the force of gravity alone.

The other Canadian operating mill acquired in the Riordon purchase, located at Hawkesbury, Ontario, is today producing the same type of high-grade dissolving pulp as that made at Kipawa. A third dissolving pulp mill has been installed at Gatineau. Canadian International Paper Company today has a dissolving pulp capacity exceeding 225,000 tons yearly.

Research Developed Synthetic Yarns From Wood

Adjacent to the Hawkesbury mill is a modern research laboratory and pilot plant which has contributed very largely to the fact that Canadian International has a position of outstanding leadership in the manufacture of high-grade dissolving pulp.

Dissolving pulps are a special class of wood fibres, highly purified by chemical process to retain in carefully controlled chemical balance nearly pure cellulose.

Synthetic yarns were first made from cellulose extracted from cotton fibres. Later, it was discovered that the wood cellulose content of certain bleached sulphite pulps intended for papermaking could be in part substituted for cotton cellulose. As a result of pioneer research at the Hawkesbury, Ontario, laboratory, the desirable characteristics of wood cellulose for this particular purpose were first identified and then controlled. Dissolving pulp of the grades made at Kipawa and Hawkesbury are now used without any cotton cellulose in the viscose yarn process which predominates in the synthetic field.

Building Boards and Other Productive Fields

In Canada, as elsewhere, International companies have sought diversification and maximum use of raw materials. Gatineau is today one of the most diversified operations in the whole pulp and paper field. In addition to the pulp and paper mills it is the site of the plant of International Fibre Board Limited. This member of the International family uses as part of its raw material all of the screenings from the Gatineau pulp mills, and produces 100 million square feet of TEN/TEST* rigid fibre insulation board a year. It is the largest producer of this material in the British Empire.

Also at Gatineau are the plants of two other companies, each half-owned by Canadian International. The plant of the Masonite Company of Canada, Limited, started to operate in 1940 and has recently been doubled in size. It is now producing MASONITE* hardboard at the rate of 80

* Registered trade-mark.

million square feet annually. At the plant of International Plywoods Limited, 12 million board feet of hardwood logs yearly are converted into 35 million square feet of plywood. This operation utilizes hardwood resources of Canadian International timber limits which are not satisfactory as a raw material for either pulp or paper.

A plant now under construction at Gatineau will utilize the waste sulphite liquor from the dissolving pulp and newsprint mills to produce around 4 million proof gallons of alcohol a year. Canadian International has no stock ownership in this enterprise but has entered into an arrangement for the sale of waste sulphite liquor to it.

The Canadian companies also operate two sawmills, at Calumet, Quebec, and Douglastown, New Brunswick. Species of wood not suitable for pulp, and to a lesser extent the large spruce logs whose logical end use from an economic standpoint is lumber rather than pulp, are sent to these mills, thus allowing the fuller use of timber resources.

One of these companies also owns a coal mine at Minto, New Brunswick, which produces approximately 210,000 tons a year, of which half is utilized at the Dalhousie paper mill and the remainder is sold to other consumers.

The Canadian companies today own or lease from Provincial Governments over 21,000 square miles of timberlands, an area equal to the Province of Nova Scotia, or—in terms of United States geography—to the combined areas of Vermont, Massachusetts and Rhode Island, with Long Island thrown in for good measure.

This forest area constitutes one of the Co[illegible] [illegible] It must be protected and developed by methods which will best guarantee its [illegible] for the long-term future. For protection against fire—the great enemy—programs are developed and are carried on through cooperative protective associations working in conjunction with the Provincial Governments.

Management and operation of these forests are under the supervision of an experienced corps of engineers and foresters. By intensive inventory cruises Canadian International and New Brunswick International have developed information as to the volume and quality of the standing timber over the entire area. For each Province long-term working plans are developed by company foresters and approved by Provincial Government authorities. Under these plans all operations are conducted on a sustained yield basis. The annual cut must not exceed the annual growth. This means continuous day-to-day application of modern forestry techniques.

Canadian International [illegible]le Enterprise

Canadian International Paper Company, 50 years after the birth of International Paper, is a far larger enterprise than the parent Company was in 1898 and, in its own right, is one of the great paper and pulp enterprises of the world. [illegible] bound by financial ties to International Paper Company, Canadian International is a [illegible] and [illegible] Canadian enterprise. Its operations are planned and supervised by its own officers, from its own headquarters in Montreal, under the direction and control of its own Board of Directors, most of whom are Canadian citizens.

For protection and control of fire, company and Provincial foresters work in closest association. Projected wood supplies must be a basic objective for a paper company, since a mill to feed a paper mill may cost today as much as $50 million to build. Paper mills are sponsors of sound forest practices and wood is cut according to long-range plans. Forest management ranks in terms of annual net growth.

[illegible] companies
[illegible]odlands operations
[illegible] than one thousand
[illegible] east Upsalquitch
[illegible] a vast forest
[illegible] road construction
[illegible]

[illegible] pull trains of log
[illegible] er carefully built
[illegible] mech-
[illegible] sively applied
[illegible] trucks and tractors

At lakes and streams great piles of pulpwood logs wait for the break-up of the ice and the spring floods which will float them to the mills.

Canada Wood Travels by Water

The spring drive marks the climax of the winter's work in the forests. Every man works at key pitch to get the wood down while the spring floods last.

[illegible] is Canadian International's eight-machine [illegible] mill's present capacity of 900 tons daily is [illegible] original 20 mills in 1898.

New Brunswick International's Dalhousie mill occupies a magnificent site on the Baie Chaleur which opens on the Gulf of St. Lawrence, 100 miles south of the mouth of the St. Lawrence River. Both Dalhousie and Three Rivers are on tidewater—ideally located for shipments to customers on other continents. The bulk of the newsprint exported by Canadian International companies is shipped to United States publishers, but shipments are also made to England, Australia, New Zealand, India, Pakistan, Eire, Egypt, South and Central America, Cuba, Mexico, and the West Indies.

Toward C

Newsprint, d[illegible] pulp, [illegible] boards, plywood are [illegible] at [illegible], by Canadian International and three companies in which it is interested. These varied operations result in a more complete utilization of forest resources. Some species of trees not well suited to the production of newsprint or [illegible] pulp are excellent for plywood and building boards. The [illegible] board plant also utilizes all the [illegible] from the newsprint and pulp mills. The waste sulphite liquor is to be sold for use in making alcohol.

[illegible] pure water have combined to make Temiskaming, Quebec, [illegible] Kipawa mill, an ideal location for producing [illegible] the finest dissolving grades. This was the first mill especially [illegible] for the manufacture of dissolving wood pulp. The [illegible] taking advantage of the sloping site so that the slushed [illegible] gravity alone from the digester house in the foreground [illegible] and bleachery to the Fourdrinier machine room [illegible]


KIPAWA
RAYON
WOOD CELLULOSE

which com-
ite to create
natural
ork there

[illegible] well run, honey—a good town in which [illegible] When the **Kipawa mill was built** on the [illegible] **Ottawa River, deep in** the north [illegible] Canada, a modern community was created [illegible] who were to work there. This community [illegible] with schools, churches, stores, a hospital, [illegible] a skating rink, tennis courts, community [illegible] modern electric and water sup-

U.S. SOUTH

Here is the Southern Kraft Division of International Paper Company—an early producer of kraft paper in the South and the pioneer in large-scale commercial production of unbleached kraft container board—a substantial contributor to the economic welfare of the modern South—and the largest division of the Company in tonnage and dollar volume.

A GREAT AND GROWING INDUSTRY IN THE SOUTH

tional Paper Company,
kraft board, were the
of the 1920's when the
diversify its business—
tive of finding a product
nufactured and sold in hun-

eloped originally in Ger-
tempt to reduce costs in
r for the soda pulp process,
for the more expensive
as an entirely new type
p. It was promptly intro-
Finland and Norway, and
de from it was so strong
ted for wrapping and other
was given the name
"strength" in Swedish as

aft paper mill in the
, Texas, in 1910, but
in kraft paper mills came

later became President of
roup of men working with
ested in the possibility of
ly as 1918. Mr. Cullen as
l designed and built the
t Hawkesbury, Ontario, later
International. In 1920 he
nd Paper Company kraft
a, and in 1924 the Lou-
isiana Pulp and Paper Company mill
Bastrop.

It was the purchase of the Bastrop
International in 1925 w
the Company into the
South. In 1927 International
ana Pulp and Paper Company
action brought Mr. Cullen and
the organization. The next year, the mill
Camden, Arkansas, was built—the first So
kraft mill constructed by International. In
the mill at Moss Point, Missis
constructed in 1912, was acquired. In
Mobile, Alabama, mill and in 1931 the
City, Florida, mill were built and added to the Southern group. Between 1925 and 1931 International thus bought three and built three kraft mills in Alabama, A
and Mississippi.

International's Southern Kraft
proved to be the answer the Company
when it set out to find a new tonnage producer
Even during the worst years of the depre
when demand for kraft wrapping and bag
had shrunk as business
Division earned a profit.

Container Board Opened

Of even greater importance is the story of kraft container board—mass produced on Fourdrinier machines

Early in 1931 [illegible]
for business, and it [illegible]
the Company that International's big new Pana-
ama City mill, then nearing completion, would
merely produce more kraft paper for an already
saturated market.

But Panama City never made any kraft
paper. Shortly before the depression Mr. Cullen
had become [illegible]
bilities of Fourdrinier [illegible]
first produced experimentally in [illegible]
Test runs were [illegible]
[illegible] under way for [illegible]

Panama City started [illegible] the middle of
March, 1931, operating 100 per cent on container board. [illegible]
board was [illegible] basis. The following year, the first year
of 1932—the Company [illegible]
board production totaled 133,000 tons.

Vigorous salesmanship was required to introduce the new product [illegible]
lighter weight for equal [illegible]

In 1937 the Company [illegible]
chines at the Georgetown, South Carolina,
plant, now rated at 750 tons of kraft board a
day. In 1942 an additional machine was built,
making this mill the largest [illegible] industry with
a capacity of 1,350 tons of board a day. Panama
City meanwhile had climbed to 800 tons a day.
In 1938 International completed [illegible]
its Springhill [illegible] which with subsequent additions has a daily capacity of [illegible]
tons of kraft container board [illegible]

paper sack containers [illegible]
from all-kraft pulp or can it [illegible]
Largely new techniques [illegible]
[illegible]
end of six months Springhill was producing the
heavier weight blown bond kraft [illegible]
[illegible]

[illegible]

[illegible]
done located [illegible]
papers, and has opened [illegible]
[illegible]
forests and [illegible]
[illegible]
[illegible] up a new source of raw [illegible]
container board industry, and [illegible]
income for the South. Our [illegible]
town also has [illegible]
[illegible] production.

The [illegible]
[illegible]

[illegible] verted to produce multi-wall sack papers [illegible] One machine at [illegible] ouisiana has been converted to [illegible] from [illegible] ached kraft pulp. At the Mobile, Alabama, [illegible] the capacity has been converted [illegible] ached kraft bag and wrapping papers.

Capacity Increased to Meet Demand

To meet the growing demands for kraft container board, kraft paper and bleached kraft, International is greatly increasing the productive capacity of its present mills. Except for one new machine at the Louisiana mill, this is being achieved by rebuilding existing machines for higher speeds and by adding such equipment as is needed to produce the pulp required by those higher machine speeds. Nevertheless, the additional capacity now in process adds up to more than 1,200 tons daily. This comes close to equaling the capacity of the Georgetown mill, today the largest single paper mill in the world.

The drive of the Company today, here as elsewhere, is continually toward low costs, because a company with the lowest costs achieves the greatest competitive security for itself and at the same time the best form of job security for all of the people who work for it.

Mills Help the South

Kraft paper and board mills have made a very great contribution to the economic welfare of the South. The mills of International Paper Company's Southern Kraft Division, with their woods equipment, represent a gross capital investment of nearly $90 million; today would cost more than $175 million to replace. At the present time, the Division is in the midst of a substantial post-World War II modernization and development program.

The current annual payroll of International in the South runs about $45 million. In 1947 approximately $33 million was paid out for rail and water transportation; over $33 million for the purchase of pulpwood.

Southern Forests

When we think of the great crops of the South, we think commonly of cotton, tobacco, fruits, soybeans, peanuts. Yet the greatest of the Southern crops in acreage today, by far, is the trees of the South.

More than 183,000,000 acres of land in the South are covered with commercial timber. This represents over 56 per cent of the total area of the southern states, excluding the western portions of Texas and Oklahoma which lie within the zone of the great western plains.

The forests of the South grow faster than those of the North. Cutting is not done in a dramatic seasonal operation, but continues throughout the year. Furthermore the wood does not float down streams to the mills but is transported by other means. For International's Southern mills in 1947, 83 per cent came by rail, 12 per cent by truck, and 5 per cent by barge.

In the South, as elsewhere, the big problem is fire. Forest fires destroy as much wood as all the pulp and paper mills use, with another 60 per cent on top of that. In addition, these fires kill billions of seedlings and damage top soil.

Since 90 per cent of the pulpwood of the South is privately owned—a large part of it in small tracts—the program of education and example conducted by International's Southern Kraft Division aims at increasing the forest

International's mills, a [illegible] forest resources of the South.

The International companies' 2,000,000 acres of forests along the Atlantic and Gulf Coasts from North Carolina to Texas and up into Arkansas are among the best tended in the United States. Though nursery stock is scarce, the Company will put out 3,000,000 seedlings during the current season. In 1947 forest fires on Company lands were held to less than 2½ per cent of the total acreage. The figure for unprotected lands in the South was nearly six times as great. Fire towers are so placed that virtually any fire on Company lands can be spotted from two and sometimes three towers. Fire-fighting equipment is directed and controlled from these towers by two-way radio.

Southern Kraft Division contributes to the support of special forest training camps for the farm youth of the South to teach them how to take better care of their own woodlands.

With careful cultivation, Southern trees can become increasingly a perpetual source of in-

plying [illegible] for wood and paper products, [illegible]

This contribution cannot be [illegible] in terms of money. Vast areas of [illegible] been brought into productive use, so[illegible] the first time in history. Through the Co[illegible] educational program and help, many f[illegible] and many of tomorrow's farmers, [illegible] the best methods of planting and har[illegible] wood crops, and assuring themselves o[illegible] steady cash incomes. All of which mea[illegible] homes, better education—a higher [illegible] living.

Use of special wood-farming mach[illegible] also leading to better jobs for higher [illegible] labor and opportunities for men who [illegible] otherwise be attracted to tree-farming. The modern tree-farmer achieves greater earning power through better methods.

[illegible] Land

[illegible] on cut or burned-over land, they will be ready for profitable commercial cutting in [illegible] years. Seedlings are also distributed for [illegible] on non-Company land. International [illegible] develop new mechanical planters [illegible] make it possible to plant large areas [illegible] economically.

[illegible] Trees

[illegible] tations — protected from insects, [illegible] grow better than in the wild. [illegible] each tree has a chance to mature [illegible] maximum growth in even [illegible] can be managed and harvested to [illegible]


STOP
FIRES

Here a Company forester spots a tree [illegible] **for selective** cutting. [illegible] **individually selected** and [illegible] **Selective cutting permits** [illegible] intervals and develops [illegible]

By cutting the trees close to the ground they leave little waste to rot in the woods. This is hard to do when sawing by hand. Thousands of these [illegible] saws are used in the woods now. In the war there were less than a dozen.

[illegible] grapple (above) drops [illegible] foot-long water con- [illegible] town, South Carolina, [illegible] swiftly and smoothly from [illegible] barge.

[illegible] 1-foot wood is dumped [illegible] the chain conveyor when [illegible] loaded trailer are tilted [illegible] like dump trucks can be [illegible] at a time.

The woodyard at the Springhill mill is shown above. In 1947 more than 83 per cent of the wood for Southern K[illegible] Division mills was received by rail. Mechanization of unloading operations has been facilitated by the increased use of flat cars specially designed for pulpwood.

Tough Jo

Mechanized unloading speeds work [illegible] duces costs. Mechanical drag [illegible] operated by one man, pulls [illegible] cars, doing in 20 minutes work that [illegible] take eight man-hours by hand.

located in
Mobile buys wood,
bags. In 1947
tons

The Moss Point mill of International Paper Company in Mississippi now makes specialty wrapping papers out of bleached kraft pulp. Thousands of butcher shops throughout the nation wrap their meat in papers from this mill

At Springhill, Louisiana (above), for example, more than 2,000 persons are employed at the board mill and the container plant (right foreground). One of the three Fourdrinier machines at Springhill produces bleached kraft board of high quality, used among other things for milk and other food containers. On the other two machines standard container board grades are produced.

...de at the L...

A WIDENING FIELD.

[illegible] output into [illegible] milk con- [illegible] manufacture [illegible] resources.

CONVERTING IS A LARGE AND GROWING FIELD

One of paper's chief uses has always been to wrap things—to protect and to contain them. Because paper is light in weight, strong, and can be made into a great variety of shapes, and because it is inexpensive for this purpose, paper's useful service in this field has been one of the most important factors in making possible the development of mass distribution and package-merchandising.

One of the oldest and most familiar of all "converted" paper products is the grocery bag—the brown paper bag in which generations of Americans have carried home their retail purchases. Many products, especially foods, now reach the consumer in the identical carton or corrugated paper shipping container in which they left the manufacturer.

So important have operations of the International companies become in this field that in 1947 the converting divisions manufactured 44,000 tons of products, which utilized more than one-sixth of the companies' total paper and paperboard production for that year.

Expansion Since 1940

For many years the Company had been an important manufacturer of grocery and specialty bags. This operation has been expanded and consolidated in the Mobile mill, where most of the paper used in these bags is produced.

In the late 1920's the Company acquired one of the pioneer producers of multi-wall paper shipping sacks. Demand for these shipping sacks has grown steadily, and many new uses have been developed. International now has two multi-wall sack plants located adjacent to the Camden and Louisiana kraft mills, which manufacture the paper used.

In Canada, Continental Paper Products, Limited, makes grocery bags, multi-wall sacks and a wide variety of paper specialties.

International Envelope Corporation, another member of the International family, has since January 1, 1929, manufactured all of the stamped envelopes for the United States Post Office Department. Every stamped envelope sold by any post office anywhere in the United States is made at this company's plant in Dayton, Ohio.

The greatest development in the companies' converting operations dates from December, 1940, when International entered the shipping container field on a large scale. It has greatly expanded its capacity and is now producing shipping containers at a rate of nearly 300,000 tons a year at plants located in Chicago, Illinois; Georgetown, South Carolina; Los Angeles, California; Kansas City, Kansas; Somerville, Massachusetts; Springhill, Louisiana; St. Louis, Missouri; and Whippany, New Jersey. It is now the second largest manufacturer in this field. Practically all the board for these plants is produced at mills of the Company's Southern Kraft Division.

In 1946 the Company acquired Single Serv-

ring facilities
ational Paper

ent capacity
[illegible] one-and-a-half billion milk
[illegible]

mana, Louisiana, Michigan; and Northwestern
[illegible] is produced at
the Springhill and Louisiana mills.

[illegible] boxes for boxing and closing multi-
[illegible] made by the wholly owned

[illegible] horizontal panels are shown pictures of
Its Lent insulating board, Masonite hard-
[illegible]

[illegible] products are made from radio wall [illegible]
[illegible] of trees not well suited for

Kraft pulp and sulphite pulp [illegible]

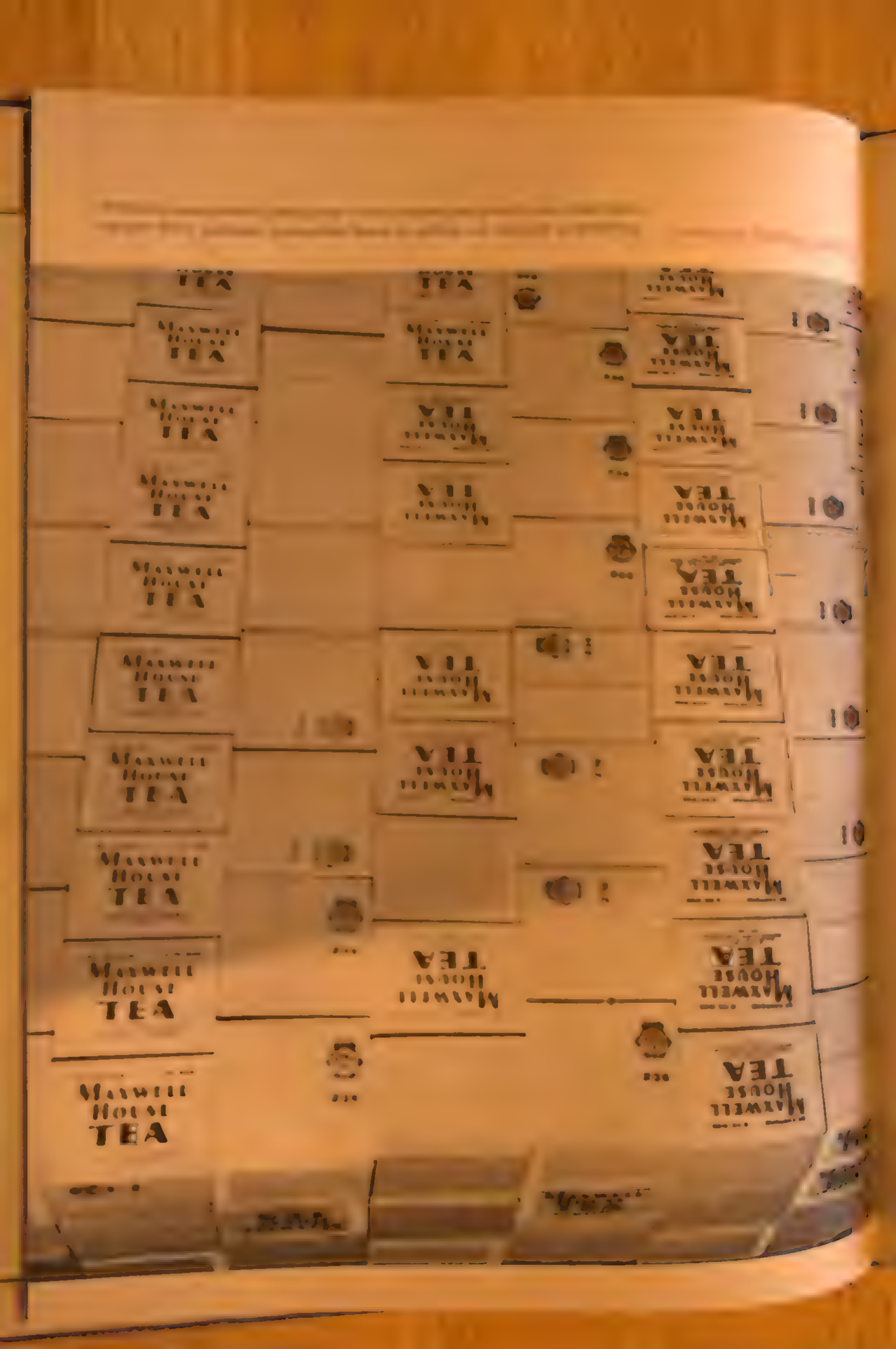
content of the wood, leaving the cellulose
forms the pulp. It has been a natural
development for International to become inter-
ested in related chemical fields which can make
use of this nonfibrous residue.

In the U.S. North chemical products derived
[illegible] pulp manufacturing process
[illegible] marketed under In-
ternational's own trade-marks, BIND[illegible] and
LIGNONE. [illegible]
as a binder for foundry molds, and in the pro-
[illegible] various chemicals such as dyestuffs
[illegible] tanning extracts.

Operations of Arizona Chemical Company,
[illegible] by International and American
[illegible], integrate closely with the
[illegible] Division. Its plant at Beaumont,
Texas, uses brine from the natural deposit
there to manufacture salt cake for International's
[illegible] located at
those mills, Arizona condenses volatile pulping
products for processing at its Panama City,
[illegible] pinenes. These chemicals, which are
closely related to turpentine, are used for many
purposes, including production of [illegible]

[illegible] Panama City,
Georgetown and Springhill—many [illegible] tall-
oil from black liquor soap, another by-
product recovered at each of the Southern mills.

[illegible] potentials—both its product and
[illegible] will be greatly expanded. For con-
[illegible] tall-oil processing plant is now
[illegible] at Panama City. This plant will separate
[illegible] into its principal components—rosin and
fatty acids—[illegible]
[illegible] used in the paint,
[illegible] and oleoresin re-
[illegible] are recovery processes.


Maxwell House TEA


SOUPS
SOUPS
EGGS

y Is Well S

sands of tons of

r industrial

c rugged, hea

Containers Daily


TEN-TEST
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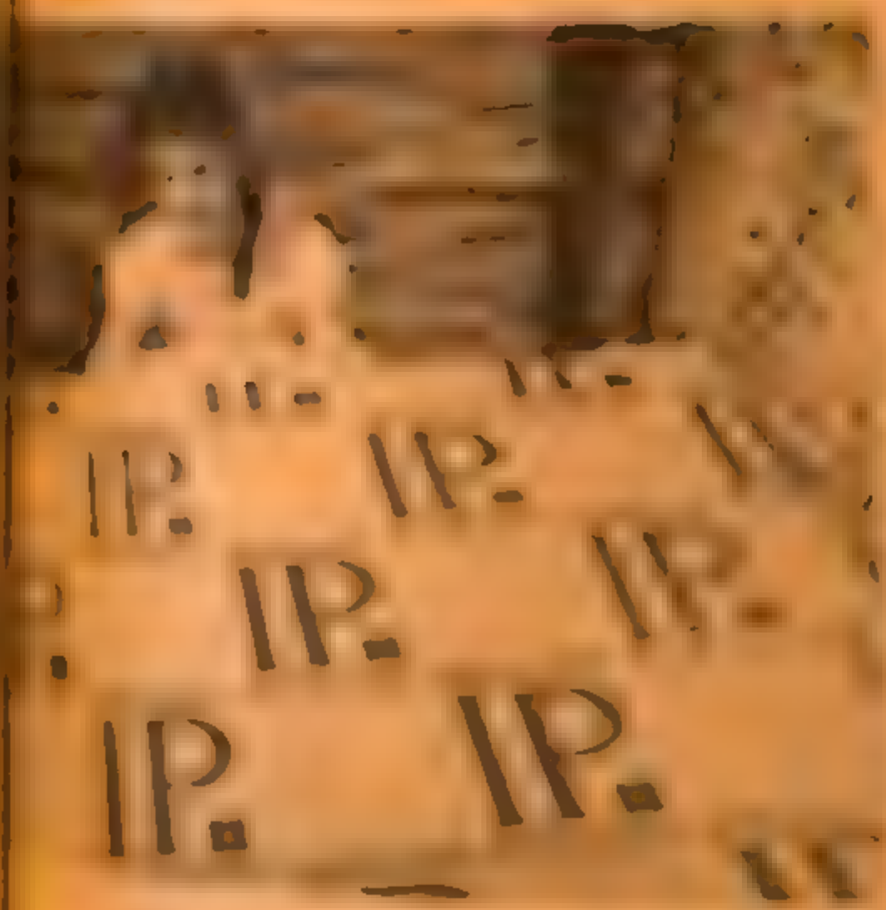

PRINCIPLE OF INTERNATIONAL PAPER CONSPIRACY


TEN-TEST
HYDROTUF
SPRINGHILL
WHITE TAG
SPRINGHILL
INDEX
SPRINGHILL
MANILA TAG
HUDSON
BAGPAKER


INTERNATIONAL
OFFSET
HARLAFT
Peach
BAGPAK
LABEL


TEN-FEST
BEESWING
MANIFOLD
HUDSON LABEL
ALREX
IMPERIAL
HUDSON GLOSS
BAGPAK


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INTERNATIONAL
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INTERNATIONAL PAPER COMPANY

THE FUTURE

United States and Canada of the fact [illegible] are a crop. They can be grown as a crop [illegible] farms are as practical as farms for [illegible] or cotton.

International Paper companies in C[illegible] and the northern United States today g[illegible] much wood as they consume. Th[illegible] wood annually in Canada and the [illegible] In the Southern States it is impossible [illegible] close we are to being self-sustaining, b[illegible] buy go per cent of our wood from fa[illegible] hardwoods, and we cannot estimate [illegible] how much customers with their [illegible] But our objective everywhere is to [illegible] balance between growth and consumptio[illegible] and in the future. In areas like the South [illegible] we will always buy a large part of our w[illegible] [illegible] the woodpulpers who will be the [illegible] [illegible] – are helping us achieve our g[illegible] [illegible] of good forest m[illegible]

[illegible] consumption of wood. In the United S[illegible] wood pulp and paper industry cons[illegible] 17 million cords of wood a year, b[illegible] [illegible] and other natural forces alone des[illegible] average of 30 million cords a year.

[illegible] protection of forest lands is the [illegible] the management of [illegible] responsibility.

which must be met by landowners, Government, and State Agencies, all working together.

The adoption of an intelligent tax program by Federal and State Governments is also necessary to promote the growing of trees as a crop.

The adoption of sound, practical forestry methods is essential in order to increase our present resources, expand and perpetuate the pulp and paper industry, and preserve our American standard of life.

[illegible] Complete Integration [illegible] Forest Resources

There is another strong constructive force at work. More and more the objective of forestry [illegible] has been to make maximum efficient use of the products of every forest acre. It was not considered possible to use only one kind of [illegible] for pulpwood. Today we find many [illegible] kinds of [illegible] — often pulpwood [illegible] superior papers which during war — but we have [illegible] these superior papers out of hardwoods.

At Cadillac, Quebec, today Canadian International Paper Company and associated companies are making newsprint, cleaning wood, producing [illegible] conversion, insulation board, powder [illegible]

These developments have greatly increased the base and productivity of the forest lands of the United States and Canada. They increase and improve utilization of forest growth.

It is perfectly clear, I think, that the future of our companies does not lie in any narrow conception of the world of wood, but in a full realization that we ourselves are possessors of a forest [illegible] from which we can develop — along with others — a great variety of products for the good [illegible] many such products.

[illegible] Future Opportunities [illegible]

There is one thing more which I would like [illegible] The achievements of the International [illegible] courage and drive of you men and women have [illegible] our economy.

We have been the first to do many important things successfully. We have had the imagination and the courage to pioneer.

We have constantly expanded our horizons. We have diversified, we have found new ways to use our resources.

We have had the courage to take chances — often very big chances — and, at the same time, the experience and the judgment to make few wrong decisions.

We have simplified the facts business whenever we found that we were in a [illegible] and we have tried to turn constantly to those fields where we could demonstrate an ability to take an more than we good cost. It takes capital to build a business. A company, like an individual, has got to have money each year and to continue it it wants to grow, expand its [illegible]

Paper in the past 10 years has spent more than $[illegible] for plant expansions and modernization, and it is currently committed to spend another $34 million. Money spent in that way

NOTES OF INTEREST TO READERS OF THIS BOOK


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